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DRAFT


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MEMORANDUM FOR THE RECORD

1. In the memoranda drafted for the DDP and the DD/S&T for the Executive Director-Comptroller on the subject of coordination of TSD and ORD R&D activity, some basic concepts developed by the Committee are not explicitly developed.

2. To achieve better orientation of technical effort, some additional refinement of Agency objectives which are technology-dependent is desirable: communicating these objectives in a sufficiently definitive way to those engineers and scientists who must ultimately plan and conduct the required programs is not easy. To improve these areas the Committee recognized two needs:

a. Presentation of the R&D program to the Director and Deputy Directors in such a form that they could readily provide meaningful guidance.

b. Obtaining this guidance in a form which could be directly interpreted in program and project planning.

For example, consideration by the Deputy Directors of the total amount of R&D expenditures for audio work, and the division of that expenditure between research and exploratory development and

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programs designed to fill more immediate operational needs, i. e., exploratory development, engineering development, etc., was judged to be a reasonable level of detail. Provided with this guidance, TSD and ORD technical personnel could then intelligently and jointly plan coordinated programs which would be mutually supporting. Thus, the ORD and TSD technical personnel would be choosing and deciding among the various alternatives in constructing the total Agency audio programs in a process similar to that followed by the Deputy Directors in allocating the total R&D resources among all the various needs of the Agency.

3. Planning is a sterile process unless it continually reflects the changes which naturally occur in the execution of programs and projects, but there are some impediments to this: significant personality differences and interests differentiate engineers and scientists involved in research and exploratory development from those whose interests are aligned to operational problems and developing operational equipment: this boundary is given further emphasis by our organizational structure. However, because a program such as audio need contributions irrespective to these personal, professional, and organizational dividers, special efforts must be made to insure that both groups remain informed and involved in planning and conducting this Agency program. For this reason both formal and informal

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communications are encouraged, e. g., a Contract Information System in which technical fields are identified encourages periodic review by program participants when the work lies primarily in a particular technical field. This is simple and easy if both groups use the same language and the same basic processes in following the business aspects of their work. This provides a useful bridge and eases the coordination problem. This can be extended so automatic distribution of information in certain technical fields can be made to those who are members of that particular team, thereby reinforcing and supporting the more informal communication.

4. The data needed for Agency-wide planning is not easy to come by if a variety of languages and techniques are used in describing programs and projects. Further, the degree to which such data may be meaningful directly reflects the accuracy of the data base. Since misinformation is in no one's interest it is important to establish mutually agreeable languages and techniques for communicating throughout the entire R&D process. This requires, as a minimum, careful quality control on the data entered into the data base.

5. In contrast to the need for precise regimentation and definition in order to develop a useful data base, flexibility must be maintained in selecting organizational structure and process by which research and development work is conducted. As previously

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discussed, broad planning and execution of programs necessarily implies an allocation of responsibility among organization elements, i. e. , ORD engages primarily in research and exploratory development. Within this general understanding, however, R&D work should be conducted wherever, however, and by whomever it can best be performed. Accommodation of personal interest and capabilities, for example, may be achieved by organizational transfer, but in some instances it may be more desirable to make work assignments which are not strictly consistent with the organizational structures. No problems need be created so long as those directly concerned with the over-all program, such as audio, clearly understand and concur in the arrangements.